



Presented for BACon  
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# The Good, the Bad, and the Ugly of Agile

with Brian Link & Nicole Derr

# Previews (About You)



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What are your favorite movies?

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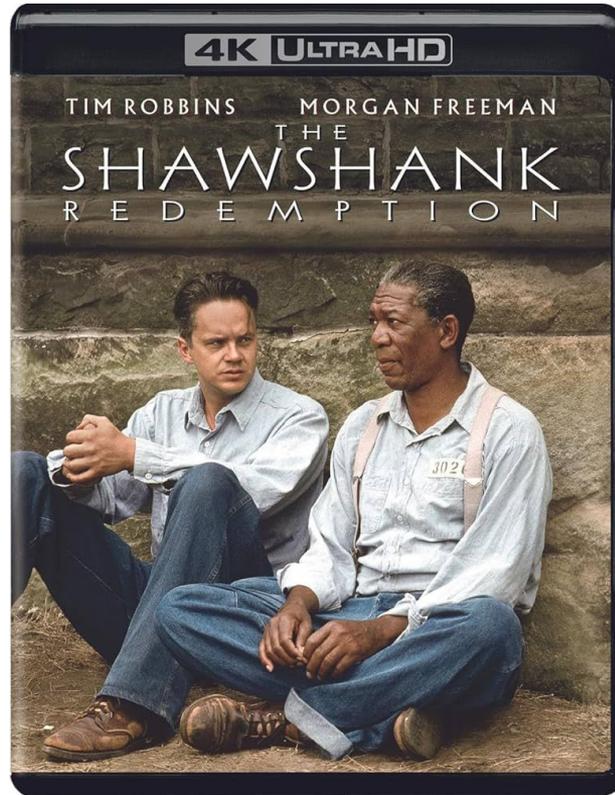
# Nicole's Favorite Movie



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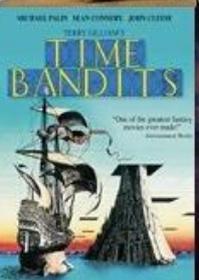
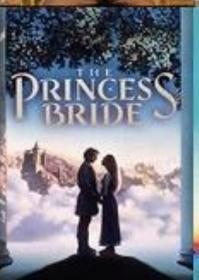
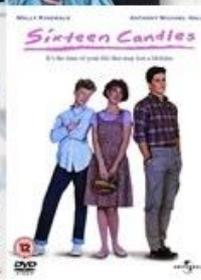
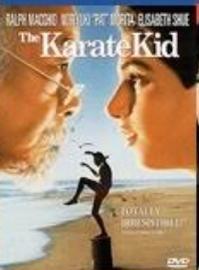
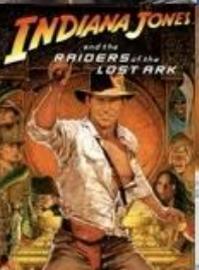
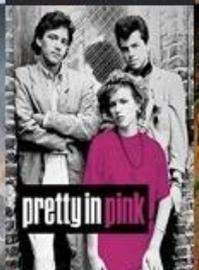
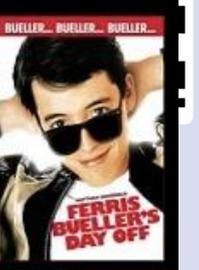
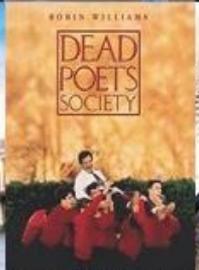
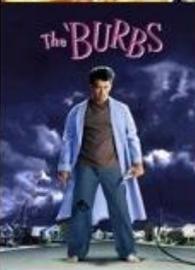
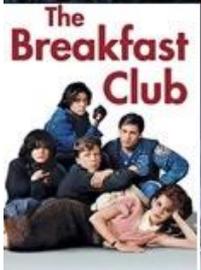
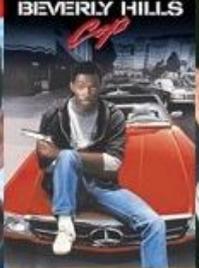
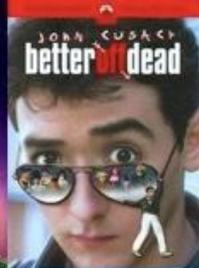
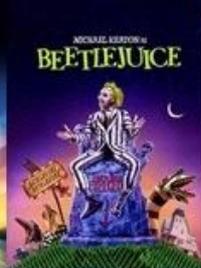


The Shawshank Redemption court

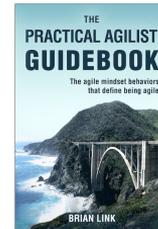


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# Previews (About Us)



Practical Agilist



THE FOLLOWING PREVIEW HAS BEEN APPROVED FOR  
**APPROPRIATE AUDIENCES**  
BY THE MOTION PICTURE ASSOCIATION OF AMERICA, INC.

THE FILM ADVERTISED HAS BEEN RATED



## Name a favorite movie?

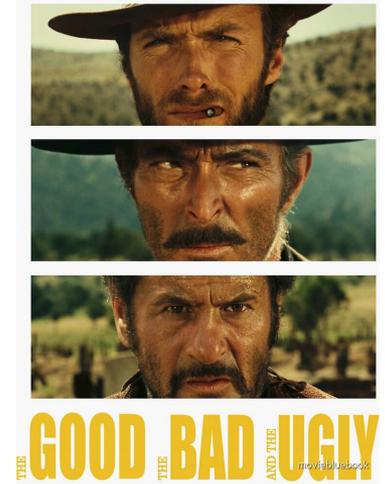
Stepbrothers	The Forgotten	The Wedding Singer
Sherlock Holmes (2009)	The Bog Chill	Memento
Good will hunting	Stripes	Stepbrothers
The Lord of the Rings - Return of the King Extended Edition	Batman the Dark Knight	Mean Girls
Holy Grail	While You Were Sleeping	Halloween
Bullet Train	What about Bob	Lord of the Rings Return of the King
The Lord of the Rings - Fellowship of the Ring Extended Edition	kill bill	Star Wars, Episode 5, Empire Strikes Back
The Lord of the Rings - The Two Towers Extended Edition	The fifth element	Dirty Dancing
Rocketman	The Thing (1981)	You've Got Mail
Pirates of the Caribbean Curse of the Black Pearl	How to Train Your Dragon	The Princess Bride
The Neverending Story	Ex machina	Superbad
Kill Bill	Titanic	



# Agenda



- What's playing (our experiences)
- Everyone's a critic (breakouts)
- Closing scene (debrief)



# What we've been watching ...



© "The Good, the Bad, and the Ugly." 20th Century Fox, 1966.

# What's playing in the Agile "Theater" at your work?



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Have you had good, bad, ugly agile experiences?

Are there characters that are good, bad, or ugly lol?

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# And the winner is ...



# Everyone's a critic



**Siskel & Ebert, Famous Film Critics**



# What about agile is good, bad, or ugly? Share anything that comes to mind.

Role confusion / definition	Team Autonomy	Product Owner told me that Agile means the team can do whatever they want.
Comparing teams against each other	"we go faster"	Good-Validates the team
Pivot quickly	No plans	Bad - Lack of individual accountability Good - collaboration Ugly - team vs team metric comparison
Creating anti-patterns during crunch times that start to become the practice	Metrics used to beat people up	Comparing team stats POs thinking Agile means they don't need a plan
We have a board and Scrum Master, that makes us Agile	Same story putting / pointing across teams	Agile fall as Agile
Fail fast	No documentation as an excuse for doing whatever you want	not understanding metrics
Lack of role clarity	Managers dictating how many story points each person will do per sprint.	Consistently giving you scope AND defined delivery date.
Leaving entire groups (who will be impacted) out of the development process.	Not appreciating BSAs role enough process	Standards that should work for every team.
Defaulting to waterfall	Ability to move work quickly	

Unrealistic deadlines	Goal planning /estimation for sprints - always carry over to next sprint	Bad- Bully Bosses
Definition of done	Dev teams built dashboards to visualize the health of each branch.	Lack of autonomy
Strict Project completion dates, regardless of work to be completed	Team has no authority to define what works for them.	Asking Agile teams to complete work too quickly because the waterfall lead time for a project took too long
Disconnect between IT and business needs i.e. finance reliance on waterfall planning	Business and IT not aligned/not working together	One person trying to micromanage each person on the team

# How it works

1. Join a breakout
2. Appoint a note-taker
3. Discuss for 7 minutes
4. Move to another breakout
5. Repeat
6. Debrief



## Capture:

- Good
- Bad
- Ugly
- What could we do?



# Example - Sprint Review

## Good

- Focused on Feedback
- Moves the product forward

## Bad

- Nothing to demo
- Radio silence for audience

## Ugly

- Nobody shows up
- Stakeholders complain they don't know what's happening

## Actions

- Deliberately ask for feedback
- Smaller group (make it safe)
- Demo working software



# How it works

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# Good

- self managed well
- cross functional skills
- celebrate wins
- collaboration
- role definition

## Team vs. Individuals

# Actions

- measure against team goals vs individual
- training opportunities for cross functional training
- Job shadowing
- Incentive team player vs individual contributions
- Team coaching/pairing
- Pairing
- Planning bring into sprint
- Participation in all ceremonies
- Team building
- be more collaborative
- dedicated meetings for retros teams
- Workshops for questions/issues
- Cross training to eliminate single OWE

# Bad

- Lack of accountability
- loss of collaboration
- measured as individuals vs as a team
- ~~assigning~~ work
- metrics individual vs team
- night dictating the "how"
- distrust - me vs them
- reliance on 1 person
- working on personal backlog vs prioritized backlog
- Expectations are all different

# Ugly

- Pitting people against each other
- rewards hero culture
- SILD's
- no team structure
- control issues
- Team vs individual goals driving team mortality
- "off the side of your desk" requests from management
- Working remotely causing chaos/lack of engagement on teams

# Good

Transparency

Short Goals

Machine Success

Value from Metrics

To help planning evolution

Power communication to collaboration

## Metrics

Provide value of what metrics we utilize

Clean up Data

Get in front of unplanned work

T-shirt size

Clear & Defined metrics

Four metrics on wall is being measured

# Bad

Increase the workload

Pairing separation

Spreading my points

Too Rigid to allow for flexibility

Time Censoring inefficient

Remove metrics containing (ie. group) data

Reduce work or doing manual work per sprint or deployment

Random outcomes not outputs

Be - Review of Metrics to Management & Team. Great/Good

# Ugly

Forced by upper mgmt

Manipulation

Can be positive

Inconsistent definition of metrics

Use At to help improve define metrics

Ask regular teams to help with estimates

Transparency Lessons Learned

# Good

- sprint retro
- turning negative into opportunity
- inherently Flexible
- opportunity to investigate ~~central review only~~

Misinterpret-  
ing  
Agile

# Actions

- Lunch & learns
- coaching
- collaboration
- running experiments
- Clear Definition of goals
- Being Flexible to changes
- Training
- annual review
- Understand why misinterpreted
- value diversity & flexibility can make wins

# Bad

- no room for error
- starts one way ends another

Not completing All of Agile (Petro)

Assuming Scrum is only version of Agile  
No Documentation  
~~inconsistent~~ insufficient use of standards & rituals  
No common language  
- can patterns become the norm ;

# Ugly

- intentional move to waterfall
- micromanagement

People think Agile means fast

- No team collaboration
- Not keeping Stakeholder up to date
- no backup priorities  
( "changing fast" only needed)
- hardcoded or inflexible schedules  
Custom stand

# Good

- Supports the team
- Understands the process/project/etc
- Let's the team have a say at the table
- Supports transparency
- resources available by mgmt.
- listens to understand

Leadership  
+  
Management

# Actions

- revisit roles on the team
- revisit working agreement + define
- Promote transparency
- Educate exec leadership
- Metrics availability
- Trust for employees & their ideas
- listen & ask questions to understand where your employee has had success & where they need support.
- Manager respects PTO / flex

# Bad

- Last min scope creep + lack of transparency
- Team members get left out of important convos  
(intentional)
- Wasting their work - lack of mgmt + resources
- Mgmt overriding priorities
- Managers play favorites

# Ugly

- Lack of listening + communications
- Micro managing all decisions
  - Lack of autonomy
  - too much ~~control~~ standardization
- Make assumptions before understanding
- Highest paid check in the room: Disrupts collaboration.
- Executives give mixed signals
- Lack of respect of people's process (vacations, PTO, sick)

# Closing scene (debrief)



*That's all folks!*



# Questions?

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